ARTICLE 8

To see if the town will authorize and approve the filing of a petition with the General Court in substantially the following form:

AN ACT CONCERNING THE DEPARTMENT OF FINANCE IN THE TOWN OF BROOKLINE.

Be It Enacted, etc., as follows:

Section 1.   SECTION 3 in Chapter 25 of the Acts of 1993, is amended as follows:

> a. by deleting "information services" in the first sentence and by amending the first sentence to read: "The department shall assume and be responsible for the present functions and statutory duties of the offices of comptroller, treasurer/collector, purchasing and assessing.
>
> b. by deleting paragraph "x." and by renumbering paragraph "xi." to paragraph "x.".

Section 2.   Part "C." in SECTION 4 in Chapter 25 of the Acts of 1993, is amended as follows:

> a. by deleting, at the end of the first sentence: "and the development and maintenance functions of information services.", and by changing the "," after the words "and treasury functions" to a ".".
>
> b. by deleting, at the end of the first paragraph: "and manager of information services.", and by deleting the "," after the words "chief procurement officer" and by amending the remaining portion of the paragraph to read "and chief assessor."
>
> c. by amending the first part of the fourth paragraph, immediately prior to item "i", to read: "In addition to supervising and directing the effective functioning of the divisions of treasury, accounts, purchasing and assessing, the director shall have the following specific powers and   duties:" and by deleting item "x" and renumbering the remaining items accordingly.

Section 3.   SECTION 5. in Chapter 25 of the Acts of 1993 is amended by deleting all of part "E."

Section 4.   This act shall take effect upon its passage.

or act on anything relative thereto.

CTO&S Recommendation on Article 8

The purpose of Article 8 is to provide the necessary home rule legislation to enable the creation of an Information Technology (IT) department reporting jointly to the Town Administrator and Superintendent of Schools. Normally there would be no requirement to go to the legislature to establish such an IT department. However, because Home Rule Legislation was required in 1993 when Brookline sought to change the Treasurer/Collector from an elected to an appointed position within the newly formed Finance Department, and since the language describing the duties of the Finance Department included a number of Information services functions, the 1993 Home Rule Legislation has to be amended if those functions are to be implemented outside of the Finance Department. Article 8, in essence, removes all mention of information services from the described duties of the Finance Department, freeing town government to implement those services under a centralized IT department at a level parallel to the Finance Department rather than subservient to it and equally responsible to both School and Town executive management. CTO&S recommends favorable action on this enabling legislation.

The key question to be answered in deciding whether or not to support this article is whether it makes sense to continue to provide information services as a sub-function of the Finance Department or whether that function should be elevated as a stand-alone department under a Chief Information Officer (CIO) reporting directly to the top management level of the Town and Schools. After reviewing the Information Technology Strategic Plan, prepared by Pacific Technologies, Inc. in response to the 2001 Annual Town Meeting appropriation to create such a plan, and following a number of discussions with the Town Administrator, the Finance Director, the current IT Director, School Department, members of the existing Information Technology Citizen Advisory Committee and a representative from Pacific Technologies, CTO&S believes that such a change of focus, centralization and reporting level of the IT function makes sense in today's world.

The time in which we currently live is often referred to as the information age. Indeed, the explosion of information technology and services that have occurred over the last twenty years has affected the daily lives of every one of us and will undoubtedly continue to do so in the years ahead. No less is true for the role of information services in Brookline. We have moved, over the last couple of decades, from separate "School," "Town" and "Police" mainframe computers

providing a few, relatively clumsy financial and other management functions to a variety of networked servers supporting nearly 300 PC and Macintosh desktop computers providing various Town and School administrative functions; 50 PCs serving a variety of public safety functions; 50 PCs in the Coolidge Corner and Putterham Libraries serving library users; and nearly 1700 PCs and MACs used in the schools for instructional purposes. Functions provided run the gamut of financial management; personnel management; data base management; pupil, class room and teacher scheduling; asset management; data and word processing, instructional support and many others. Brookline also maintains a web site that gives the public access to a wide variety of Brookline town government information and service functions. Compared to the situation not very many years ago when only a few daring "computer literate" employees were comfortable using the information services that were available, today most Town and School personnel are enthusiastic users of IT and full of suggestions on how to increase departmental productivity and or citizen satisfaction through expanded and innovative uses of IT.

One might reasonably ask If this growth in usage, functionality and satisfaction has taken place under the existing structure, then why change? The answer lies in the following areas of inefficiency, all stemming one way or another from a lack of centralized expertise, planning, oversight and coordination at a high enough level to give it the visibility and stature it requires:

1. The growth has happened largely by happenstance No overall strategic plan has shaped how Brookline budgeted for or provided IT services, functions, hardware and software nor were needs coordinated between departments to provide an overall integrated service. The result has been a delivery of service that is more reactive than proactive. It has also lead to a sub optimization of the IT function within separate departments, multiple data bases that do not interface efficiently with each other, specialized servers servicing individual departments, multiple application software packages providing similar functions, and similar other inefficiencies. Further, the management structure of the existing IT function has not grown to reflect either the demand or the scope of the services provided, resulting in a somewhat random, poorly defined and sometimes overlapping assignment of IT responsibilities both within the IT department as well as within other departments performing a variety of their own IT functions.

2. Training has not kept up with the growth in usage and services provided. Many end users do not fully understand all of the features of the applications within their departments, IT staff feel that they are under trained, and Brookline IT training for new hires is not an established entry program. Thus, Brookline is not making the most of what they have.

3. The IT decision making process is dispersed and not well coordinated both between Town departments and between Town and School. This has resulted in decisions that have not fully considered many of the factors that should have driven IT choices, such as:

   ?? achieving economies of scale
   ?? the ability to integrate easily with existing systems

?? systematic tradeoffs to pursue the best solution after fully exploring all available alternatives

?? tracking of implementation results and incorporation of "lessons learned"

?? purchase of systems only after fully considering and accounting for required increases in support costs or staffing.

Rather, the impact of some of these considerations has often come as a "surprise" after the fact.

4. A general dissatisfaction among teachers with the level of IT support they receive as instructional use of computers in the classroom expands. Again, this appears to stem not from a lack of availability of appropriate hardware and instructional software tools but from insufficient systemic, on-call centralized technical support.

This somewhat random and uncoordinated growth is not unique to Brookline. Many organizations in both the public and private sector have suffered from the same kind of lack of centralized planning, support and execution as their IS functions grew and their IT infrastructure expanded. Today, in most major industrial organizations the IT function has been centralized at the company level. Generally reporting to the Chief Operating Officer (COO) IT has sufficient stature and visibility to guide and coordinate the planning for and delivery of Information services throughout the entire organization and to avoid the same kind of pitfalls and inefficiencies Brookline has experienced. In Brookline's case, it is clear to CTO&S that today the job of providing the appropriate level of information services far exceeds the normal purview, focus or interests of a Finance Department. IT must be both centralized and elevated to the municipal "COO" level (i.e., Town Administrator and Superintendent of Schools) so that that level of attention, coordination, oversight and influence in both the School and Town can be brought to bear.

Such a change will not be a panacea. Its success will still depend on a number of factors including the continued cooperation between School and Town, the caliber of the person hired to fill the CIO position, the continued quality of service provided by those who today provide Brookline's IT services both within the IT department and within other school and town departments, the active participation of the internal Town and School Interdepartmental IT committee, the advocacy for citizen services and technical expertise provided by the Town/School Citizen IT Advisory Committee and the personal involvement of the Town Administrator and the Superintendent of Schools in making sure that all of the above happens in a smooth, focused and efficient manner.

Lastly, although we enthusiastically endorse the creation of the centralized IT department enabled by the action of Article 8, CTO&S would like to register a few concerns, that hopefully will be addressed as Brookline moves into a new IT era:

1. We fully understand that many if not most of the details of the to-be-created department have not been finalized and that some latitude should be given to the incoming CIO so that he/she has the flexibility to create a department that fits the new CIO's management style, vision of where our town should go and preferred path for getting there. But at the same time we think that a clear foundation needs to be established by the Town Administrator and the Superintendent of Schools. This foundation must established before the selection of a new CIO and must include:

   ?? how the CIO will operate under the direction of two masters (a finalized and signed off MOU between the Town Administrator and the Superintendent of Schools does not exist as of this writing)

   ?? an outline of the specific duties of the CIO (we have not seen a job description as of this writing)

   ?? a written statement from both the Town Administrator and the Superintendent of Schools expressing, at high level, the performance objectives that the CIO will be expected to meet (this has been alluded to but not committed to writing

   ?? the IT functions of the IT department relative to other departments in which IT functions are performed (we have seen what the consultant's report recommends but nothing has been committed to writing by either Town or School officials)

   ?? a statement explaining the purpose and philosophy behind the internal departmental IT committee and the external Citizens Advisory IT Committee along with a high level outline of their respective duties and roles (again there is only the recommendation of the consultant).

2. We see nothing in either the consultant's report or any statement Town or School on the adoption or implementation of quantitative measures (often referred to as "metrics") to assess and track how well the IT function is being served by the new organization. Information services are often "squishy" in nature and not easily measurable, but it is that very fact that requires that metrics be established up front to measure progress and help determine when a change in the delivery of the IT function is required. The technology in data processing hardware and software, networking and communications will continue to change at an astonishing rate and in ten or fifteen years the technical architecture that supports information services may be as unrecognizable as today's would have been fifteen years ago. That magnitude of change will have an impact on how Brookline should best organize to provide those services and we will need clear indicators to tell us what we are doing right, what we are doing wrong and when we should change. CTO&S does not expect to see these metrics defined prior to the hiring of the CIO and the creation of the department, but we believe that Brookline has an obligation both to itself and to the incoming CIO to register its intent to establish quantitative measures of IS performance to which the CIO will be accountable and with which both School and Town will be guided in its delivery of services.

   This measurement will allow the Town to monitor the expected added efficiencies in the School and other Town Departments of the new IT organization. That should help Town

Meeting determine the extent to which cost savings have maintained revenue neutrality after the expenses of the new department, or if revenue neutrality has not been maintained, whether the added cost has been justified in added service enhancement.

3. In everything we have read and discussed about the recommended Town/School Citizen IT Advisory Committee, as well as in our discussions with some of the current members of the Committee, there has been a tendency to look upon this body as a source of external expertise – i.e., its members are very knowledgeable technically and are "part of the club." Indeed, when we met with them we were very impressed with the personal knowledge they made available to Brookline government and the technical resource they provided. However, we believe that there is another use that should be made of the IT Advisory Committee that may not be well served by a committee of only "experts." We believe that the Committee should also serve as the voice of advocacy for citizen IT services, and that to do that effectively, committee membership has to include non-experts who represent the average user. They will provide a different voice that will reflect different priorities and expectations, and in the opinion of CTO&S, a voice that needs to be heard. Both types of members need to populate the committee.

4. Finally, we feel compelled to at least mention that it is not lightly that we endorse the creation of a new enterprise-wide department. The initial cost (for 2003) is modest but will undoubtedly increase over the next few years (the consultant's estimate shows an increase over current annual spending of more than $2M per year for the five year period 2003 to 2007). While everyone expects this to be repaid in some combination of increased productivity/efficiency (freeing some employees to provide other services) and increased IT service provision (that will hopefully benefit the citizens of Brookline), it bears watching, measuring and scrutinizing. Brookline government must never lose sight of the fact that its IT function is not an end in itself but rather is a tool in the provision of municipal and educational services to its end users, the citizenry of Brookline. The cost of providing and maintaining that tool must always be justified by the direct services it leverages. As the IT department establishes itself in the years ahead, we urge the Selectmen, the School Committee, the Advisory Committee and Town Meeting to ensure that that justification always exists and is readily apparent.

In conclusion, CTO&S believes that we need to get all IT systems and users in both the School and Town to equal levels – levels that will enable moving ahead as the times demand and the technology allows. It is our assessment that both organizations desire to make this happen and are willing to commit to the centralized leadership that must be brought to bear to make this a success. CTOS recommends favorable action on the vote printed below the Advisory Committee's recommendation.

SELECTMEN'S RECOMMENDATION

This proposed Home Rule petition is directly related to the recent Information Technology (IT) Strategic Plan completed for both the Town and Schools of Brookline. The purpose of this article is to remove unnecessary language regarding information technology from the special act that established the Finance Department, Chapter 25 of the Acts of 1993. In doing so, Information Technology will become a stand-alone, more visible and accountable department, with direct reporting responsibilities to both the Town Administrator and the Superintendent of Schools - - a major recommendation of the IT Strategic Plan. (Article 8 does not involve funding the IT Strategic Plan; Article 9 includes a recommendation for funding the first year of the new department, which is described in detail in the FY03 Financial Plan.)

BACKGROUND

IT was originally placed under the Finance Department's umbrella due to the fact that in 1992-1993, data processing (as it was commonly referred to) was primarily finance and business systems related. Virtually all aspects of IT's roles and responsibilities dealt with financial management systems, including payroll processing, the Town's financial system, utility bill (water/sewer and refuse) generation, and financial management reporting, to name a few. That has all changed over the last decade, as IT applications, systems, and services have expanded into virtually every Town and School department.

In addition, IT applications have become enterprise-wide, servicing more than one department. Examples of this include the Geographic Information System (GIS), which is used by almost every Town Department, as well as by the Schools; the Internet, specifically E-Commerce applications, which are currently used for Recreation Programs, Property Tax payments, and utility bill (water/sewer and refuse) payments; and the intranet, the Town's internal homepage. These expanded applications have become the dominant functions of this Department over the past decade and are anticipated to become even more prevalent over the next decade.

STRATEGIC PLAN

Discussions of a Brookline-wide IT strategic plan date back to December, 1999, when the Town and School administrations began to more fully understand the increasingly vital role IT was playing in their respective organizations. In December of 2000, final discussions occurred regarding the need for funding such a study, and the groundwork was laid for the drafting of a Request for Proposals (RFP). Representatives from the Town and Schools developed the RFP, which was issued on March 29, 2001.

On April 26, 2001, 19 responses to the RFP were received. The review team narrowed the responses down to 10. Pacific Technologies, Inc. (PTI), one of the finalists, was the only firm given the "Highly Advantageous" rating by each member of the review team. After extensive

checking on PTI's references on similar engagements and based upon an outstanding oral presentation from the firm, the Board of Selectmen awarded and executed the contract with PTI on June 19th.

Beginning on July 10th, PTI held eight workshops with the 18-person Steering Committee, consisting of representatives from both Town and School departments and Selectman Joe Geller. In addition, 10 specifically unique and in-depth focus group round table discussions were held with all of the effected stakeholders. The primary purpose of these workshops were to ascertain which IT-related functions were not working at expected levels and/or do not exist, and to determine what future applications users would like to see. The Focus Groups were grouped as follows:

?? IT Managers	? Comprehensive Plan
?? Public Safety	? Clerical
?? Licensing and Permitting	? Recreation / Library
?? Department of Public Works	? School
?? Citizens	? Principals / Instructional Tech.

These 10 groups enabled the consultant to gain a wide-ranging view of the Town's current operations, as well as individual needs and expectations. Specific ideas and recommendations were provided to PTI from the participants so as to provide improved services in the future. The involvement of Brookline residents also added the important public dimension to this needs assessment and future plan design. In total, more than 100 people participated in the study.

RESULTS

On January 24, 2002, the final IT Strategic Plan was delivered to the Town. The findings and recommendations, which are provided in detail below, were presented to the Board of Selectmen on January 29th, to the School Committee on January 31st, and to the Advisory Committee on February 28th. The plan was also reviewed by the Committee on Town Organization and Structure (CTO&S) on March 11th, April 1st, and April 16th.

The key findings of the Strategic Plan included:

?? Brookline has made significant progress in IT, notably in GIS, E-Government, Internet presence, and Public Safety applications.
?? Enterprise-wide IT leadership is lacking.
?? Some cross-departmental functions are not well automated.
?? IT initiatives are not reviewed on an enterprise-wide basis.
?? Teachers and School management are dissatisfied with the integration of Instructional Technology into the curriculum.

To address these findings, PTI made the following major recommendations:

?? Create a Central IT Department, led by a Chief Information Officer (CIO), who reports to both the Town Administrator and the School Superintendent.

?? Create an annual IT decision making process similar to the annual Capital Improvement Plan (CIP) process with increased departmental and community input.

?? Develop a strategic plan for Instructional Technology.

?? Continue to invest in Internet and intranet applications to support core enterprise functions and to extend application functionality out to staff and the community.

?? Consolidate servers to a Data Center.

?? Invest in key applications areas including Maintenance Management, Management Reporting, Human Resources / Training, Permit and License Management, and Document Imaging.

REORGANIZATION

The Town and School administrations fully support the recommendation to create a central IT Department (ITD) led by a new CIO position. In that vein, the proposal calls for the following:

?? the transfer of three School employees into the ITD;

?? the creation of three divisions within the ITD (Enterprise and Cross-Departmental Applications, Town/School Operations, and Town/School Customer Services);

?? the establishment of a Town/School Departmental IT Committee;

?? the continued, but enhanced, use of the Information Technology Advisory Committee (ITAC); and

?? the removal of IT from under the Finance umbrella (which is the sole purpose of this Warrant Article).

The new CIO position will be responsible to both the Town Administrator and the School Superintendent, as laid out in their Memorandum of Understanding (MOU). The CIO will also chair the Town/School Departmental IT Committee and be the key staff person on the ITAC.

Town School Departmental Committee

Composed of representative from major departments and chaired by the CIO, the purpose of the Town/School Departmental IT Committee is to ensure that departments receive needed services from the ITD. Such a committee also ensures that departmental applications follow ITD standards, especially in terms of implementing and maintaining, to the greatest extent possible, enterprise-wide applications. Ensuring this two-way communication between departments is an essential part of the re-organized ITD and will help to identify cross-departmental synergies.

The Committee would consist of, at a minimum, representatives from the School Department, Police Department, Department of Public Works, Finance Department, Library, and Town Administrator's office. Meetings would be held monthly for the first six months, after which time the meetings would be held every other month. The meetings would cover, at a minimum, issues with the current system, progress of the implementation of new systems, and discussion of future IT needs.

A key function of the Committee would be the establishment and approval of an annual Five-Year IT Funding plan (the so-called IT CIP) that becomes part of the annual budget cycle. Modeled after the annual CIP Process, the committee would review and prioritize all requests.

Information Technology Advisory Committee (ITAC)

The current ITAC is comprised of three citizen members, a member of the Board of Selectmen, a member of the School Committee, a member of the Advisory Committee, and various representatives from many town and school departments. The revised ITAC would consist of the three citizens, a member of the Board of Selectmen, a member of the School Committee, a member of the Advisory Committee, and staff from both the Town Administrator's and School Superintendent's Offices. (It is no longer necessary to have the representatives from the various departments on the ITAC, as they are part of the Town/School Departmental IT Committee.)

The ITAC allows for a community perspective on both town and school IT, provides IT industry expertise, and advocates for the IT Strategic Plan. Meeting quarterly, the two primary functions of the key function of the Committee are the approval of the annual Five-Year IT CIP and the approval of the annual update to the Strategic Plan.

CONCLUSION

Based upon the discussion above and the review of "best practices" in both the public and private sectors, we believe that the action resulting from this organizational change will provide immeasurable future benefits to our Town and will enable us to better service our community.

Therefore, the Selectmen recommend FAVORABLE ACTION, by a vote of 4-0, on the following vote:

> VOTED: To authorize and approve the filing of a petition with the General Court in substantially the following form:
>
> AN ACT CONCERNING THE DEPARTMENT OF FINANCE IN THE TOWN OF BROOKLINE.

Be It Enacted, etc., as follows:

Section 1. SECTION 3 in Chapter 25 of the Acts of 1993, is amended as follows:

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and by amending the first sentence to read: "The department shall assume and be responsible for the present functions and statutory duties of the offices of comptroller, treasurer/collector, purchasing and assessing.

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after the words "and treasury functions" to a ".".

    b. by deleting, at the end of the first paragraph: "and manager of information services.", and by deleting the "," after the words "chief procurement officer" and by amending the remaining portion of the paragraph to read "and chief assessor."

    c. by amending the first part of the fourth paragraph, immediately prior to item "i", to read: "In addition to supervising and directing the effective functioning of the divisions of treasury, accounts, purchasing and assessing, the director shall have the following specific powers and duties:" and by deleting item "x" and renumbering the remaining items accordingly.

Section 3. SECTION 5. in Chapter 25 of the Acts of 1993 is amended by deleting all of part "E.".

Section 4. This act shall take effect upon its passage.

ROLL CALL VOTE:
Favorable Action
Kalikow
Geller
Hoy
Allen

ADVISORY COMMITTEE'S RECOMMENDATION

BACKGROUND

This Article is a home rule petition which removes Information Technology (IT) responsibilities from the Finance Department. IT responsibilities were specifically assigned to the Finance Department by the enabling legislation which set up the current structure of the Finance Department. (Home rule legislation was required back then since the Town was converting its Treasurer/Collector position from elected to appointed.)

The net effect of the proposed language is to remove all mention of IT responsibilities from the Finance Department enabling legislation.

DISCUSSION

This warrant article is necessary to implement the first phase of the Town's IT Strategic Plan. This phase creates a new Information Technology Department under the leadership of a Chief Information Officer.

The May 2001 Annual Town Meeting provided funds to conduct an IT Strategic Plan. The Town sought to conduct this IT Strategic Plan in recognition of the growing costs and importance of technology deployment in effectively conducting Town affairs. The purpose of the plan was to examine the state of Town IT deployment and direction over the next five years, to assess the IT organizational structure and decision making process and propose future IT priorities.

The Town engaged Pacific Technologies, Inc, a firm with considerable experience in the field, to create the plan. The plan was conducted in consultation with a steering committee consisting of directors and managers from across the Town organization. PTI conducted a series of interview, focus groups and workshops. More than 200 stakeholders participated in the process.

The study examined:
- ?? Service Delivery – the current IT Organizational Structure and staffing
- ?? Applications- the software used to support the Town
- ?? IT Decision Making- the processes and participants responsible for making IT investment decisions
- ?? Technical Infrastructure- the hardware, networks and operating systems that support the applications

The study found that while the Town has done well with respect to particular aspects of its deployment of IT technology, some changes need to take place to better position itself for the future. Notable successes are:

- ?? The Town's content rich web presence
- ?? The Geographic Information System (GIS)

?? Public Safety Applications

The study conveyed the following concerns:

?? Enterprise-wide IT leadership is lacking
?? Separate Town and School IT organizations reduce service delivery efficiency
?? Some core cross-departmental functions are not well automated
?? IT investment decisions are not made on a Brookline-wide basis
?? Teachers and School management are dissatisfied with integration of Instructional Technology into the curriculum.

To address these concerns, the study proposes the following:

1. Create a central IT department, led by a Chief Information Office (CIO), with two additional positions providing shared IT support to Town and School departments. Police, Library, Public Works and the Schools will continue to provide their own department application specific support subject to review by the CIO.
2. Invest in certain applications to support core enterprise functions. The study suggests starting with maintenance management and Internet/Intranet automation.
3. Create an annual IT decision process similar to the annual CIP process with increased departmental and community input.
4. Consolidate servers to a data center
5. Develop a strategic plan for Instructional Technology.

The study also suggests increased spending in the future for some specific IT projects and upgrades.

The only recommendations being proposed for implementation in FY 2003 are the IT reorganization and changes to the IT decision making process. This warrant article (along with the IT Department budget) provides the legal framework to implement the first recommendation; the creation of an IT Department led by a CIO. The CIO will report to both the Town Administrator and the Superintendent of Schools. A Memorandum of Understanding is currently being drafted between the Town Administrator and the Superintendent of Schools to implement the dual reporting relationship.

The intent is to raise the profile and organizational importance of the IT Department and to merge some Town and School IT functions. The CIO position will be at a senior department head level and will be charged with:

1. Providing Enterprise wide IT leadership and vision
2. Managing the central IT Department and providing a common infrastructure
3. Guide departmental application services

4. Providing leadership in setting IT technical standards for all Town and School departments.

As shown on the Proposed Organization chart, the Department will have three divisions:

1. Enterprise & Cross Departmental Applications
2. Town and School Administrative IT Operations
3. Town and School Administrative Customer Service (Help Desk)

Three positions currently in the school's IT section will be relocated in the new central IT Department.

Another aspect of the Plan which is being implemented (but does not require any Town Meeting action) is the creation of a Town/School Departmental IT Committee and a Town/School Citizen IT Advisory Committee (ITAC). The Departmental Committee, chaired by the CIO, is intended to ensure that departments receive needed service levels and that departmental applications support follows central IT standards. The ITAC is intended to provide community perspective and outside expertise to assist the CIO in developing Brookline's IT future.

The study's spending and project recommendations will be considered in future fiscal years after the CIO is on board (if the reorganization is approved by Town Meeting). Any increased future spending in the IT area will be competing for scarce resources with other Town and School priorities and are subject to Town Meeting debate and approval when proposed.

RECOMMENDATION
The Advisory Committee is extremely supportive of the IT reorganization. Both the Town organization and Schools have expressed strong support for the reorganization. The key to success will be in recruiting a strong CIO, the support of staff throughout the town and schools and in general in how the plan is executed. The Advisory Committee, by a nearly unanimous vote, recommends FAVORABLE ACTION on the vote offered by the Selectmen.

XXX